

A background image showing a group of graduates in caps and gowns. In the foreground, a young man on the left wears a grey cap and gown, smiling. A young woman on the right wears a maroon cap and gown. Other graduates are visible in the background, some in grey and some in maroon. The image is overlaid with a semi-transparent dark red filter.

Lowell Public Schools

SY2022-2023 Strategic Goals Equity. Excellence. Empowerment.

Superintendent Joel D. Boyd, Ed.D.



Our Core Beliefs

- **A high quality education is a fundamental civil right of every child we serve.**
- **Teaching and Learning are at the core of our work.** Everything we do must support what happens in the classroom.
- **Parents are our partners.** They are our students' first teachers in the home.
- **There is no silver bullet to improving our schools.** Sustainable school improvement requires hard and steady work over time.
- **Every adult in the system is accountable for the success of our students.** Putting every child on a path to college and career success is the responsibility of the entire community.

Our Fundamental Commitments to Equity

- Eliminate the racial, ethnic and linguistic achievement and opportunity gaps among all students
- Provide equitable funding and resources among the district's diverse schools
- Engage all families with courtesy, dignity, respect and cultural understanding

Our Theory of Action

Creating a pathway from the cradle to career success for every child

If we:

- Expand early learning opportunities from birth to age 5, through a coordination of services with community partners, ensuring that every child in Lowell is academically, emotionally and socially ready for kindergarten on Day 1;
- Increase access for all students to high performing seats through the continuous improvement of all schools, including an expansion of high demand programs and an intensive focus on turning around historically underperforming schools;
- Align the curriculum and secondary school programs with the expectations of colleges and the requirements of the future workforce; and
- Leverage the richness of Lowell's diversity by focusing all of our work on our fundamental commitment to equity,

Then:

- We can truly deliver on the inherent promise we make to each family who enrolls in our public schools by providing a high quality education to every child, and
- Ensure that all students – regardless of race, ethnicity, linguistic background or family income – graduate from high school ready to enter the college or career of his or her choice.

Our Theory of Action

Creating a pathway from the cradle to career success for every child

If we:

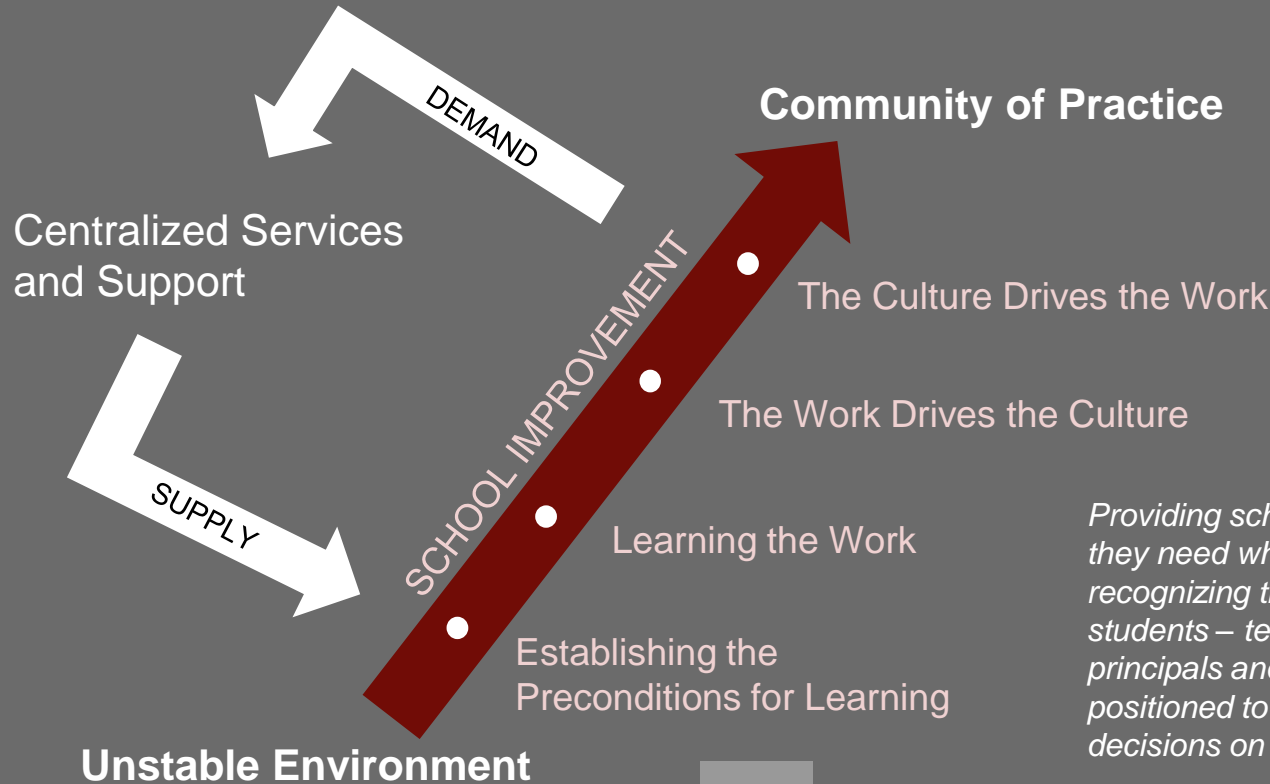
- Expand early learning opportunities from birth to age 5, through a coordination of services with community partners, ensuring that every child in Lowell is academically, emotionally and socially ready for kindergarten on Day 1;
- ***Increase access for all students to high performing seats through the continuous improvement of all schools, including an expansion of high demand programs and an intensive focus on turning around historically underperforming schools;***
- Align the curriculum and secondary school programs with the expectations of colleges and the requirements of the future workforce; and
- Leverage the richness of Lowell's diversity by focusing all of our work on our fundamental commitment to equity,

Then:

- We can truly deliver on the inherent promise we make to each family who enrolls in our public schools by providing a high quality education to every child, and
- Ensure that all students – regardless of race, ethnicity, linguistic background or family income – graduate from high school ready to enter the college or career of his or her choice.

Translating Theory to Practice

A System-wide Model of Differentiated Autonomy



SY2022-2023 Strategic Goals

1. Improve academics and student achievement at every school site.
2. Improve operational efficiency across the system.
3. Ensure that every school is safe and welcoming to every student and every family, every day.
4. Increase community engagement and empower families as partners in the educational process.

Goal 1: Improve academics and student achievement at every school site

SY2022-2023 Actions and Deliverables

Inclusive Classroom Practices

(A) Align the resources and staffing within the Office of Teaching and Learning with the recommendations from the SY21-22 program review to support the districtwide increase in students identified as English learners to increase coaching, feedback, and support for ESL teachers in implementing programming that meets the specific needs of EL students; (B) Improve professional learning for district leaders to ensure all Special Education services continue to align with IDEA, and increase support for special education teachers across the district to further improve the quality of teaching and learning experiences for students.

Differentiated Autonomy and Support

Implement phase 1 of the district's centralized service delivery and support model for schools that was conceptualized in SY2021/2022, building on the successful implementation of the *Renaissance Network* to further define operational and programmatic autonomies and systemic support based on school improvement needs.

Universal PreK

Expand access to full time PreK programming for 4-year olds across the City by adding access to up to 100 additional full-time seats through new partner agreements with early learning providers and targeted communications outreach to families of eligible children.

Portrait of a Graduate

Implement phase 3 of the Portrait of a Graduate initiative, increasing equitable access to school-based programming and strengthening vertical alignment and strategic supports to increase student engagement, academic performance, and the number of Black and Latinx students enrolled in advanced coursework.

Goal 2: Improve operational efficiency across the system

SY2022-2023 Actions and Deliverables

Data-Driven Decision-Making

(A) Develop, customize, and implement improved and standardized data visualization tools across the district, including key performance metrics, and facilitate utilization by district and school-level staff for cycles of rapid improvement on high priority focus areas; (B) Refine and roll-out the school-level performance dashboard that was developed during SY2021-2022 to monitor progress on key metrics throughout the year to target support for school improvement.

Diversity Recruitment and Hiring

(A) Implement phase 2 of the Diversifying Teacher Leaders program and Affinity Groups to create spaces for community building and support among staff, shifting school work culture toward being more culturally responsive and inclusive; (B) Build on past work to neutralize any remaining systemic barriers in the hiring process at schools and departments by utilizing a Staff Diversity Index and hiring dashboard to provide more relevant information to hiring managers, including information on past decisions and trends, so they can make more fully informed decisions

Wage Equity

Conduct a comprehensive, externally supported, compensation classification study to evaluate both the internal and external equity of compensation in consideration of duties and lengths of the work year.

Enterprise Resource Planning

Implement phase 2 of the ERP conversion, collaborating with the City on converting manual processes within HR and payroll to a more automated platform, consistent with weighing cost, staffing systems, contract provisions and SC policies, including the rollout of a new bi-weekly pay schedule for all employees.

Goal 3: Ensure that every school is safe and welcoming to every student and every family, every day.

SY2022-2023 Actions and Deliverables

Culturally and Linguistically Sustaining Practices

(A) Conduct a comprehensive analysis of student access to arts and cultural activities in and out-of-school time to inform opportunities for increased partnerships with cultural organizations to provide arts and cultural experiences for the District's diverse student populations; (B) Create a unit of study that centers on the Indigenous, Black and immigrant history in the United States with a focus on the local Lowell context.; (C) Lead school teams through a strategic review of bias in curriculum to support the integration of related targets during the spring, school-based QIP planning process.

Mental Health and Wellness

Develop an updated, comprehensive mental health and wellness plan to (1) improve tier I, II and III mental health and SEL supports for students, (2) increase support to social workers, (3) improve communication to schools and (4) further improve implementation of the DESSA tool.

Capital Improvements

Develop a collaborative, interagency proposal to support the City's efforts to improve the condition of selected facilities across the district to provide safer learning environments for students and staff, including (1) proposing a multi-year improvement plan, and (2) proposing a timely and appropriate portion of ESSER funds to utilize.

Student Registration and Placement

Implement key changes to the student enrollment process as identified through the 2022 audit which includes establishing an appointment system for families to expedite the document review and placement process and strengthening health services supports for families to expedite medical compliance with immunizations.

Goal 4: Increase community engagement and empower families as partners in the educational process

SY2022-2023 Actions and Deliverables

Communication and Outreach to Families of Linguistically Diverse Backgrounds

(A) Increase access to information for linguistically diverse families through the development of family circles and family networks and strengthening the use of translation/interpretation tools across the district; (B) Develop feedback mechanisms for tracking the quality and quantity of translation/interpretation services being provided at schools.

Parent Leadership

Expand the District's multi-generational, family literacy initiative through the development and facilitation of workshops and family learning events on the topics of US/Lowell Education System, college and career readiness, and social emotional learning, and establish a partnership with a Post-Secondary Institution to formalize a Family Leadership pathway for families.

Full-Service Community Schools

Implement year 1 of the full-service community school model at Renaissance Schools, including a communications plan to increase understanding of the Community Schools strategy and family awareness of how to access wrap around supports for students, and the development of baseline metrics to increase the usage of health services provided through on-site health centers or traveling health services (such as dental screening and optical services)

Hispanic Student Success Taskforce

Collaborate with community partners and leaders to implement co-developed plans for (1) addressing 9th grade credit completion through strengthened family engagement/family communication; (2) implement a college and career focused family leadership strand within the Family Leadership Institute; (3) conduct a feasibility study for the integration of a dual language magnet program within the district.

GOAL 1: Improve academics and student achievement at every school site	GOAL 2: Improve operational efficiency across the system	GOAL 3: Ensure that every school is safe and welcoming to every student and every family, every day	GOAL 4: Increase community engagement and empower families as partners in the educational process
Inclusive Classroom Practices (A) Align the resources and staffing within the Office of Teaching and Learning with the recommendations from the SY21-22 program review to support the districtwide increase in students identified as English learners to increase coaching, feedback, and support for ESL teachers in implementing programming that meets the specific needs of EL students; (B) Improve professional learning for district leaders to ensure all Special Education services continue to align with IDEA, and increase support for special education teachers across the district to further improve the quality of teaching and learning experiences for students.	Diversity Recruitment and Hiring (A) Implement phase 2 of the Diversifying Teacher Leaders program and Affinity Groups to create spaces for community building and support among staff, shifting school work culture toward being more culturally responsive and inclusive; (B) Build on past work to neutralize any remaining systemic barriers in the hiring process at schools and departments by utilizing a Staff Diversity Index and hiring dashboard to provide more relevant information to hiring managers, including information on past decisions and trends, so they can make more fully informed decisions.	Culturally and Linguistically Sustaining Practices (A) Conduct a comprehensive analysis of student access to arts and cultural activities in and out-of-school time to inform opportunities for increased partnerships with cultural organizations to provide arts and cultural experiences for the District's diverse student populations; (B) Create a unit of study that centers on the Indigenous, Black and immigrant history in the United States with a focus on the local Lowell context.; (C) Lead school teams through a strategic review of bias in curriculum to support the integration of related targets during the spring, school-based QIP planning process.	Full-Service Community Schools Implement year 1 of the full-service community school model at Renaissance Schools, including a communications plan to increase understanding of the Community Schools strategy and family awareness of how to access wrap around supports for students, and the development of baseline metrics to increase the usage of health services provided through on-site health centers or traveling health services (such as dental screening and optical services)
Differentiated Autonomy and Support Implement phase 1 of the district's centralized service delivery and support model for schools that was conceptualized in SY2021/2022, building on the successful implementation of the <i>Renaissance Network</i> to further define operational and programmatic autonomies and systemic support based on school improvement needs.	Data-Driven Decision-Making (A) Develop, customize, and implement improved and standardized data visualization tools across the district, including key performance metrics, and facilitate utilization by district and school-level staff for cycles of rapid improvement on high priority focus areas; (B) Refine and roll-out the school-level performance dashboard that was developed during SY2021-2022 to monitor progress on key metrics throughout the year to target support for school improvement.	Mental Health and Wellness Develop an updated, comprehensive mental health and wellness plan to (1) improve tier I, II and III mental health and SEL supports for students, (2) increase support to social workers, (3) improve communication to schools and (4) further improve implementation of the DESSA tool.	Parent Leadership Institute Expand the District's multi-generational, family literacy initiative through the development and facilitation of workshops and family learning events on the topics of US/Lowell Education System, college and career readiness, and social emotional learning, and establish a partnership with a Post-Secondary Institution to formalize a Family Leadership pathway for families.
Universal PreK Expand access to full time PreK programming for 4-year olds across the City by adding 100 additional full-time seats through new partner agreements with early learning providers and targeted communications outreach to families of eligible children.	Wage Equity Conduct a comprehensive, externally supported, compensation classification study to evaluate both the internal and external equity of compensation in consideration of duties and lengths of the work year.	Capital Improvements Develop a collaborative, interagency proposal to support the City's efforts to improve the condition of selected facilities across the district to provide safer learning environments for students and staff, including (1) proposing a multi-year improvement plan, and (2) proposing a timely and appropriate portion of ESSER funds to utilize.	Communication and Outreach to Families of Linguistically Diverse Backgrounds (A) Increase access to information for linguistically diverse families through the development of family circles and family networks and strengthening the use of translation/interpretation tools across the district; (B) Develop feedback mechanisms for tracking the quality and quantity of translation/interpretation services being provided at schools.
Portrait of a Graduate Implement phase 3 of the Portrait of a Graduate initiative, increasing equitable access to school-based programming and strengthening vertical alignment and strategic supports to increase student engagement, academic performance, and the number of Black and Latinx students enrolled in advanced coursework.	Enterprise Resource Planning Implement phase 2 of the ERP conversion, collaborating with the City on converting manual processes within HR and payroll to a more automated platform, consistent with weighing cost, staffing systems, contact provisions and SC policies, including the rollout of a new bi-weekly pay schedule for all employees.	Student Registration and Placement Implement key changes to the student enrollment process as identified through the 2022 audit which includes establishing an appointment system for families to expedite the document review and placement process and strengthening health services supports for families to expedite medical compliance with immunizations.	Hispanic Student Success Taskforce Collaborate with community partners and leaders to implement co-developed plans for (1) addressing 9 th grade credit completion through strengthened family engagement/family communication; (2) implement a college and career focused family leadership strand within the Family Leadership Institute; (3) conduct a feasibility study for the integration of a dual language magnet program within the district.